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RESEARCH ARTICLE

# Contribution Of Capacity Building In The Implementation Of E-Government (Study On The Merauke Regency Investment And One-Stop Integrated Services Office)

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**ABSTRACT**

The Merauke Regency Government has implemented Electronic Government (E-Government) in licensing services managed by the Merauke Regency Investment and One-Stop Integrated Services Office (DPMPTSP). This article contains an analysis of the contribution of capacity building in the implementation of E-Government in the Merauke Regency DPMPTSP. The research uses a qualitative method with a descriptive type of research. The location of the research is at the DPMPTSP and the Communication and Information Office of Merauke Regency. Data collection techniques through observation, interviews and documentation. Meanwhile, the data analysis technique uses an interactive model of Miles, Huberman, and Saldana (2014). The conclusion of this study is that capacity building in Merauke Regency contributes significantly to E-Government in DPMPTSP, especially through individual apparatus adaptation and institutional support. The contribution of the apparatus shows the readiness of technology adaptation, while the institution supports by improving the structure and services based on 5S (Smile, Greeting, Greeting, Courtesy, Courtesy). Meanwhile, the contribution of the Online Single Submission Risk Based Approach (OSSRBA) technology faces challenges to networks, limited access to the national system, and the phenomenon of scalpers. The support of the Merauke Regency Communication and Information Service through strengthening infrastructure and digital literacy is expected to support the success of the transformation of licensing services to be more inclusive and efficient.

## INTRODUCTION

Pandemic *Corona Virus Desease* 2019 (Covid-19) marked the transformation of Electronic Government (E-Government) that is more efficient, affordable, and remotely accessible. In concept E-Government, all actions of public organizations will be determined on the use of Information and Communication Technology (ICT). In detail, E-Government provides significant benefits in the administration of government, including improving the quality of government services to stakeholders (the community, business actors and industry), increasing transparency, control, and accountability in government administration, and significantly reducing administrative costs, relationships, and interactions incurred by the government and its stakeholders. E-Government also encourages the empowerment of the community

and government partners in the process of making various public policies in an equitable and democratic manner (Risnandar, 2014; Indrajit, 2002; Purwanto et al., 2016; Karunasena, Deng, & Singh, 2011).

In developing countries, limited resources and careful planning are essential needs to realize E-Government. Moreover, most of the budget support in the development of E-Government in developing countries depends on state donors and international institutions (Main, 2020). Meanwhile, The performance of E-Government in Indonesia has not been satisfactory due to the low level of willingness, low quality of information, unreliable E-Government services, and information security vulnerabilities (Main, 2020).

The President has issued Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning National Policies and Strategies for E-Government Development. Furthermore, Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE) regulates the development and use of information technology in the Indonesian government. Meanwhile, the efforts of local governments to be able to organize E-Government in order to provide responsive services are in line with the spirit of regional autonomy referring to Law Number 23 of 2014 concerning Regional Government.

Application *capacity building* in government organizations in Indonesia, it is believed that it will improve the performance of public sector organizations which leads to success in achieving goals. *Capacity building* is an activity to improve the knowledge, skills, attitudes, and behaviors of Human Resources. *Capacity building* in E-Government management occupies a strategic position in the midst of the lack of maximum understanding of most related stakeholders. In addition, all State Civil Apparatus (ASN) have a background according to the work they are engaged in (Satriya, 2006).

The Merauke Regency Government, the capital of South Papua Province, encourages the development of E-Government as an effort to advance governance and public services.  The Regent and DPRD of Merauke Regency have stipulated Regional Regulation Number 5 of 2019 concerning the Implementation of Communication and Informatics.  From these regulations, there are 72 services *website* based on the internet in Merauke, which if clustered  consists of **Government Administration Information System (SIAP), Licensing Information System, and website official district government**that is *portal.merauke.go.id.* In this regard, there are a number of facts observed by researchers regarding the challenges of E-Government in Merauke Regency.

*First*, scattered and uneven population settlements. Residents in remote areas need 1 hour to 8 hours of land transportation to connect to the district capital because they are constrained by natural factors such as flooded roads and mud. *Second*, cultural factors. Some people in rural areas and villages are used to communicating face-to-face rather than relying on android-based mobile phones. *Third,* misuse *Mobile* for criminality  (Evarukdijati, 2018; Public Relations of the Papua Police, 2023).  *Fourth*, electricity and free internet availability.  There are still several villages with electricity hours from 18.00 to 23. 59 WIT. During the day, the community and village officials use diesel as needed. Residents also complained that the only internet service provider in Merauke was often disrupted due to natural factors, such as damage to submarine cables and fallen trees (JON-NAL, 2023a, 2023b; Riberu, 2023).

Effective implementation of E-Government must of course prioritize community participation. Therefore, efforts are needed to educate the public about the advantages and ways to use available digital services (Asaduzzaman & Virtanen, 2020). In the Merauke Regency Regulation Number 5 of 2019 concerning the Implementation of Communication and Informatics, it explains the obligation of the Merauke Regency Government to increase government and public awareness through E-Literacy (Rozikin et al., 2020).

The Merauke Regency Investment and One-Stop Integrated Services Office (DPMPTSP) has the task of taking care of the licensing and non-licensing fields for the general public and business actors.  The Online Single Submission Risk Based Approach (OSSRBA) service or Integrated Licensing with a Risk-Based Licensing Approach can be accessed by residents themselves through *dpmptsp.merauke.go.id.*  However, access to these pages is sometimes constrained by internet network disruption factors or due to web

management factors. At the beginning of 2023, for example, business actors have not been able to access *dpmptsp.merauke.go.id* because the OSS institution of the Ministry of Investment-BKPM made adjustments to the OSS-RBA system related to the presence of Papua Province (Personal, 2023). The researcher found that not all residents who applied for permits registered directly on the page provided. Some residents are still assisted by Merauke Regency DPMPTSP employees when taking care of permits.

Listening to the description above, *capacity building* is a keyword that needs to be considered by policy implementers in the development of E-Government in Merauke Regency, especially in the field of licensing. This article analyzes the contribution *of capacity building* in the implementation of E-Government in the Merauke Regency DPMPTSP.

## THEORITICAL REVIEW

### E-Government

There are several main studies that underlie E-Government. *First*, a theory of government transformation that focuses on how information technology can change the way governments work and interact with citizens (Bannister & Connoly, 2011). *Second*, a theory of government innovation that explores how governments leverage technological innovations to introduce changes in the delivery of public services (Fountain, 2001). *Third*, the theory of citizen participation, which emphasizes the importance of involving citizens in the government decision-making process through technology (Coleman & Gøtz, 2001). *Fourth*, electronic service theory, is concerned with the development of information technology systems and applications that allow the government to provide public services electronically (Heeks, 2003). E-Government is an effort to create an atmosphere of government services that is in accordance with the shared goals of a number of interested communities, therefore the vision that is proclaimed must also reflect the common vision rather than the *Stakeholders* For example, improving the productivity and operational performance of the government in serving its people, promoting a clean and transparent government, improving the quality of people's lives through public service performance, and ensuring the creation of democratic state administration (Indrajit, 2002). It can be interpreted that *E-Government* It is a process of utilizing information technology as a tool to help run the government system efficiently.

### Capacity Building

Capacity Building It can be understood as an effort to assist the government, society or individuals in developing the skills and expertise needed to achieve the goals. Capacity Building programs are designed to strengthen their ability to evaluate their policy choices and implement their decisions effectively. Capacity development in it includes the dimensions of human resource development (HR), organizational strengthening, and institutional reform (Grindle, 1997). According to Grindle (1997), human resource development focuses on improving the skills and knowledge of government officials in order to manage and utilize technology effectively, including through training and competency development. Organizational strengthening includes efficient management of internal structures and processes, including adjustments to institutional structures to the needs of technology-based public services. Meanwhile, institutional reform involves changing policies and procedures that support adaptation to digital systems, with the aim of increasing the effectiveness and efficiency of public services. These three dimensions are interrelated and contribute to creating a more responsive, transparent, and accountable government in the digital era.

### Information

Information is data that has been processed into a more meaningful form for the recipient, and is useful in making a decision (Maimunah et al., 2012). Based on Law Number 14 of 2008 concerning Public Information Disclosure, information is information, statements, ideas and signs that contain values, meanings, and messages, both data, facts and explanations that can be seen, heard and read which are presented in various packaging and formats in accordance with the development of information and communication technology electronically or non-electronically. Public information is information produced, stored, managed, sent, and/or received by a public body related to the organizers and administration of the state and/or the

organizers and administration of other public bodies in accordance with the law and other information related to the public interest (Hardiansyah, 2011).

## Public Service

Public services are understood as services organized by the government. All goods and services organized by the government are then referred to as public services (Dwiyanto, 2015). Public service can also be interpreted as an activity carried out by the government towards a number of human beings who have every beneficial activity in a group or unit, and offer satisfaction even though the results are not tied to a physical product (Pasolong, 2010). The provision of public services must be supported by government policies as a guide for the provision of public services. Law Number 25 of 2009 concerning Public Services is a breath of fresh air in efforts to provide good public services. Several principles of government service implementation: empathy, procedural restrictions, clarity of service procedures, minimum service requirements, clarity of authority, cost transparency, certainty of service schedules and times, minimization of forms, maximization of permit validity periods, clarity of rights and obligations of providers and customers, and effectiveness in handling complaints (Winarsih & Ratminto, 2005). One form of public service by the government is licensing and non-licensing services.

## RESEARCH METHODOLOGY

Researchers use qualitative research types to answer research problems. Qualitative research is based on the philosophy of postpositivism, used in the natural condition of objects, where the researcher is a key instrument. Meanwhile, the results of qualitative research emphasize more on meaning, rather than generalization, so that in the end it can give birth to new theories (Ahmad, 2015). The focus of the research is contribution *capacity building* in the implementation of E-Government at the Merauke Regency Investment and One-Stop Integrated Services Office (DPMPTSP), including individuals, institutions, and technology systems. The research took place at the DPMPTSP and the Merauke Regency Communication and Information Office. Data were collected through observation, interviews and documentation. The research was conducted throughout January-September 2024. Informants are determined by *purpossive* Consists of policy implementers, namely The Head of the Merauke Regency Communication and Information Service and the Head of the Merauke Regency DPMPTSP with the DPMPTSP online licensing service officer. Meanwhile, the data analysis technique uses an interactive model It consists of data condensation, data presentation, and conclusion drawn.

1. Data Condensation, refers to the process of selecting, focusing, simplifying, abstracting, and/or transforming data that emerges from field notes, interview transcripts, documents, and other empirical materials. By condensing, the author makes the data stronger.
2. Data Display. In presenting data, the researcher collects information that is composed by providing a basis for the researcher to conduct a discussion and draw conclusions. This presentation then combines information arranged in an integrated form so that it is easy to observe what is happening and then determine the correct conclusion drawn.
3. Conclusion Drawing/ Verification. The conclusions were also verified by the researcher during the study. This verification may be as brief as a retrospective that flashes through the researcher's mind at a review of field records or looking at a copy of a finding stored in another data set (Miles et al., 2014).

## Research Result

Contribution *Capacity Building* In the Implementation of E-Government at the One-Stop Investment and Integrated Services Office (DPMPTSP) in Merauke Regency, it can be seen using the concept of *Capacity Building* Grindle (1997) titled *Getting Good Government: Capacity Building in the Public Sector of Developing Countries*. Grindle splits *Capacity Building* including the dimensions of human resource development (HR), organizational strengthening, and institutional reform (Grindle, 1997). Referring to this concept, In this article, the author limiting the discussion of human resources as an individual contribution of government

apparatus, strengthening organizations as a contribution  organization and institutional reform on the contribution of technological systems.  It is further described as follows:

Individual Contribution of Government Apparatus in the Implementation of E-Government in Licensing Services in Merauke Regency

The implementation of E-Government in the Merauke Regency DPMPTSP is highly dependent on individual contributions, both from the head of the agency and employees/operational service staff. In accordance with Article 3 of Merauke Regent Regulation Number 106 of 2022 concerning the Duties, Functions and Duties of the Merauke Regency DPMPTSP, the head of the agency is responsible for technical policies and administrative management in the field of investment and one-stop integrated services. Based on the results of the interview, the Head of the Merauke Regency DPMPTSP believes that his employees are ready to utilize technology and adapt to the new system in the implementation of E-Government.  This will make it easier for him to refresh employees or mutate.    Support from staff, such as adaptation to OSS 1.1 and OSSRBA systems, is the key to the success of digital-based services.  Meanwhile, Merauke Regency DPMPTSP employees showed high readiness in utilizing technology, despite facing budget limitations for training in 2024. The Merauke Regency Communication and Information Service (Kominfo) also plays a role by providing applications, infrastructure, and networks that support the digitization of services. The synergy between the Head of DPMPTSP, the licensing service staff at DPMPTSP, and the head of the Communication and Informatics Service and the staff of the Communication and Informatics Service is one of the determining factors for the success of the implementation of E-Government in licensing services in Merauke Regency.

## 1. Institutional Contribution in the Implementation of E-Government in Licensing Services in Merauke Regency

The institutional contribution of the Merauke Regency DPMPTSP in the implementation of E-Government reflects efforts to improve licensing services through organizational structure and facility support. Although the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 25 of 2021 concerning *the One-Stop Investment and Integrated Services* Office (DPMPTSP) only regulates two fields and 1 secretariat position, the Merauke DPMPTSP still refers to the four-field structure as per the Papua Governor's Regulation. The Head of DPMPTSP said that the current institutional structure is not fully connected to the central government, especially in the transfer of job boxes to functional officials. Services based on the 5S principle (Smile, Greeting, Greeting, Courtesy, Courtesy) are applied to improve the quality of public interaction, even though some staff do not have a scientific background according to their duties. Meanwhile, the results of the interview show that the Merauke Regency Communication and Information Service (Kominfo) also plays a role in supporting digital transformation by providing technical training, although it is admitted that there is a shortage of IT (information technology) experts. In 2025, the Head of the Merauke Regency Communication and Informatics Office plans to establish a special official technical implementation unit (UPTD) for technical personnel and cryptographers to support the security and smooth running of E-Government. With the organizational structure that continues to be improved and institutional support, it is hoped that the implementation of E-Government in Merauke Regency can run more optimally.

## 2. The Contribution of Technology Systems in Supporting Licensing Services in Merauke Regency

The implementation of the information technology system in supporting E-Government in the field of licensing services in Merauke Regency shows significant technological adaptation efforts through the OSSRBA system. This system has been implemented for two years and is constantly updated to improve the effectiveness of the service. However, based on the results of the interview, a number of challenges are still faced, which the author further identified as follows:

a.  OSSRBA System Disruption The OSSRBA system often experiences disruptions, especially during working hours, due to the high use of this system nationally. This causes losses for applicants, especially those who come from remote areas or villages far from the city center.
b.  Access to Technology by Applicants in Remote Areas. Applicants for licensing services such as Business Identification Numbers (NIB) from remote areas or villages often face obstacles in accessing *online  services* due to limited internet networks and lack of understanding of technology. Alternative services such as the innovative "Berteman" service have been provided to help them, but their implementation is still limited.
c.  Dependence on Manual ServicesMany applicants still choose to come directly to the Merauke DPMPTSP office to take care of permits because of ignorance or concerns about making mistakes when using *the online* system. This reflects the need to increase socialization and education about OSSRBA
d.  The Phenomenon of Broker Services. The existence of brokers who offer assistance in obtaining permits is an additional challenge. Despite the socialization that has been carried out, some applicants still choose this route, but risk losing access to important data due to a lack of understanding of digital systems
e.  Collaboration and Infrastructure Support. In supporting E-Government, the Merauke Regency Communication and Informatics Office collaborates with one of the providers and plans to use *starlink*  technology to improve the quality of the internet network. This step is expected to overcome the limited bandwidth that has been an obstacle.

Continuous efforts to improve technology, expand the range of services, and increase people's digital literacy are needed so that the implementation of E-Government in Merauke Regency can be more effective and inclusive.

## DISCUSSION

### 1. Individual Contribution of Government Apparatus in the Implementation of E-Government

Increasing the capacity of human resources (HR) of government apparatus, especially in the field of information and communication technology, is one of the key factors for the successful implementation of E-Government in public services. Research shows that training and development of skills and knowledge related to E-Government aims to create an apparatus that is educated and has high competence in utilizing technology to support their tasks (Lim et al., 2013). Skilled apparatus is not only able to run existing systems, but can also innovate in creating more effective and efficient solutions for the community.  There are two things that are of concern related to the contribution of individual government officials in the implementation of E-Government in the Merauke Regency DPMPTSP, namely mastery of information technology and the distribution of tasks according to expertise.

In the context of licensing services, mastery of information technology is very important. Competent apparatus in this field can ensure that the system runs optimally, minimize technical errors, and provide guidance to people who are not familiar with technology. With adequate knowledge and skills, they are also able to overcome technical obstacles, such as disruptions to *online systems*, as well as support the development and implementation of new features that are relevant to the needs of society. For example, training on the use of online-based licensing applications, such as OSSRBA, not only improves the effectiveness of services but also builds public trust in digital-based government systems. Apparatus that masters this system can help the public, especially those who are less tech-savvy, to access services more easily.

Meanwhile, the proper distribution of tasks, namely placing employees according to their expertise or abilities, is also one of the important factors in optimizing the performance of government apparatus. The accuracy of this assignment not only improves work efficiency but also ensures that each employee can make maximum contributions according to their competencies (Rusdi et al., 2022). For example, apparatus

who have an educational background in the field of information technology can be placed as system operators or managers, while those with better interpersonal skills can be placed in public service positions.

The contribution of individual government officials in the implementation of E-Government is not only seen from their technical performance, but also from their ability to provide responsive and empathetic services to the needs of the community. In licensing services, the role of the apparatus includes providing clear information, technical guidance on the use of the system, to solutions to obstacles faced by the community, such as network disruptions or errors in filling in data. Dedicated apparatus can also act as agents of change in encouraging digital transformation in government agencies. They can identify obstacles in the implementation of E-Government and provide strategic input for overall system improvement.

By increasing the capacity of human resources through training and proper placement of employees, government officials have great potential to contribute significantly to the implementation of E-Government, especially in the licensing service sector. This success will not only improve bureaucratic efficiency but also strengthen the relationship between the government and the community through faster, more transparent, and more accessible services.

## 2. Institutional Contribution

The use of digital technology and collaborative governance approaches involving the government, business actors, and the community, including public service users, has contributed significantly to modernizing government services, especially in developing countries (Tiglao et al., 2023). This approach not only facilitates public access to services, but also encourages bureaucratic efficiency through technology integration and collaboration between stakeholders.

Studies show that increasing the capacity of governance must continue to be pursued so that public services can be provided effectively and efficiently (Asaduzzaman & Virtanen, 2020). This is relevant in the digital era, where slow and unresponsive services can reduce public trust in the government. The use of institutional approaches in increasing the capacity of E-Government, for example, has been proven to be able to improve the quality and value of the relationship between government institutions and the community. This relationship is realized through increasing connectivity between the government and service providers, government service provider organizations and the community, and the government and business actors (Shobaruddin, 2019).

Furthermore, capacity building of local governments is the key in efforts to improve service performance to the community (Ratnasari et al., 2019). By building institutional capacity and mastery of technology, local governments can be more responsive to local needs, speed up service processes, and reduce unnecessary bureaucratic burdens. In addition, the effective implementation of E-Government also encourages transparency and accountability, which ultimately increases public trust in the government.

Overall, strengthening governance through digital technology and collaborative approaches not only modernizes services, but also fosters better relationships between the government and the community, creating a more inclusive, responsive, and competitive service system.

## 3. Contribution of Technology Systems

The mindset of people who tend to be more comfortable with manual systems than electronics is one of the significant challenges in the development of E-Government, including in the Merauke Regency Government (Irawan, 2018). This obstacle is not only limited to the community as service users, but also includes government officials as policy implementers. Technology stuttering among government officials is still an issue that hinders the smooth implementation of E-Government, especially in the provision of technology-based public services. The study shows that new initiatives in the use of communication and information technology to support public services require an intensive communication and consultation approach with implementing units (Rachmawati & Fitriyanti, 2021). This step is important to ensure that the apparatus understands the technology system applied, including the operational mechanism and its benefits in

improving efficiency and service quality. Without sufficient understanding, resistance to changes or errors in implementation can arise, ultimately impacting the effectiveness, efficiency, and even potential failure of policy implementation.

In addition, the importance of continuous training and coaching to increase the capacity of the apparatus is also highlighted. Apparatus that is less skilled in technology often feels unconfident in carrying out digital-based tasks, creating a gap between policy objectives and their implementation in the field. This is exacerbated by the lack of supporting infrastructure in some regions, which further limits the ability of the apparatus to adapt to new technological systems. As a solution, an inclusion-based approach needs to be applied in the development of E-Government. The government needs to design training programs that are easily accessible and relevant to the needs of the apparatus. In addition, the process of change must be accompanied by an effective communication strategy to change the mindset of the community and apparatus about the importance of technology adoption. With these measures, psychological and technical obstacles can be minimized, so that the development of E-Government can run more optimally.

## CONCLUSION

*Capacity building* contributes significantly to the implementation of E-Government at the Merauke Regency Investment and One-Stop Integrated Services Office, especially through individual adaptation and institutional support. The contribution of individual apparatus shows readiness for technological adaptation, while the institution supports by improving the structure and services based on 5S (Smile, Greeting, Greeting, Courtesy, Courtesy). Meanwhile, the contribution  *of the Online Single Submission Risk Based Approach* (OSSRBA) technology faces challenges to networks, limited access to the national system, and the phenomenon of scalpers. The support of the Merauke Regency Communication and Information Service through strengthening infrastructure and digital literacy is expected to support the success of the transformation of licensing services to be more inclusive and efficient.

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